

3 October 1983

MEMORANDUM FOR: Executive Officer, OIS

FROM: Chief, Classification Review Division, OIS

SUBJECT: CRD Narrative Comments for the Five-Year Plan

REFERENCE: Your memo of 30 August 1983, "OIS Planning Program for FY 1984"

1. OIS must continue to provide an Agency-wide declassification review capacity and seek ways to develop that capacity further in areas where it will streamline review procedures, reduce waste, and eliminate duplication. Declassification review is an Agency responsibility that will be with us for some time to come but it could be made more efficient to conserve resources, and more effective to improve consistency and provide better records of what information is released. Externally, this will mean further development of the declassification review support we provide other agencies because the responsibility is common to the entire Executive Department. An example is the declassification review of material on Vietnam requested by CBS and the lawyers for General William Westmoreland which is found in the files of several agencies. Differences in defining what information is responsive and duplicate records are two of the more serious problems that complicate this kind of situation. Such problems can only be resolved through interagency coordination.

2. Internally, particularly in view of the possible exclusion of operational records from search under FOIA, the Agency should streamline its declassification review effort. This would best be accomplished by concentrating into one component the review and coordination responsibilities which would handle "easy" reviews completely and in other cases minimize and facilitate the necessary coordinations. Much of the review work could be done contractually which would give us access to rich and varied experience so important to this work and provide it at the minimum cost. This effort also would require building up the mechanisms for better and faster inter-directorate coordination in review matters. In addition, it would provide the opportunity to better record what information is being released and a start on this problem already has been made with the development of the Released Information Management System (RIMS).

3. Finally, many review projects require considerable copying and handling of paper which is more efficiently handled with proper equipment and facilities, including a vaulted area to work in.

SK
Chief,
Classification Review Division

30 AUG 1983

MEMORANDUM FOR: Chief, Classification Review Division
Chief, Information and Privacy Division
Chief, Records Management Division
Chief, Regulations Control Division

FROM:

[Redacted]
Executive Officer, OIS

SUBJECT: OIS Planning Program for FY 1984

1. The cycle for updating our five-year plan and selecting the objectives which you expect to pursue in FY 1984 has begun. To assist in this effort, the DDA has provided copies of the FY 1984 Directorate goals along with planning assumptions for use in conjunction with these goals. This will provide an opportunity to revise your five-year plan, if you feel it is warranted.

2. Our FY 1984 objectives are expected to support the Directorate goals which are part of the five-year plan. These objectives should be significant enough to warrant tracking during the year and discussion at the quarterly reviews.

3. Your submission should be provided not later than Thursday, 29 September 1983, so that it can be integrated and then reviewed by the DIS before sending it to the DDA for approval. Please be sure that the information required in the upper left of the milestone chart is filled in as pertinent. The "Date Submitted" should be 30 September 1983 in each case.

4. In choosing the title for each line item where the milestones are involved, it is suggested that each be precise and descriptive enough that there is no question when the milestone has been completed, e.g., Set up annual . . . , Issue final . . . , Begin work with . . . (NOT Work with . . .), Present recommendation . . . (NOT Presentation of recommendation . . .), Complete the design . . . (NOT Carry out the design . . .), Start the design . . . , etc. The idea is to show the dates of beginning and completion plus, if significant, any intermediate points of progress along the way.

5. Please be brief in your narrative relative to the five-year plan. If, after reviewing the attached FY 1984 Directorate goals and assumptions, you have any questions, let me know.

Attachments:
As stated

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DIRECTORATE OF ADMINISTRATION GOALS--FY 1984

1. Personnel is the single most important resource of the Directorate. Our primary goal is to create a work environment where our people are encouraged to develop as individuals and are given the opportunity to attain full potential. We must maintain an effective career development system which motivates our employees and which maximizes the potential of each employee.

Each Office shall provide an effective personnel management system which is responsive to the changing needs of the Agency. Each Office shall develop programs which meet component needs, provide opportunities for intra-directorate career development experiences, include succession planning, and encourage EEO, affirmative action, and personnel training.

2. Each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. We must be attentive to the misuse of government facilities and services. We must retain an esprit de corps, a teamwork approach, and a deep sense of pride in mission and accomplishment to sustain our personnel not only throughout their Agency careers but also during their post-employment years.

3. The Directorate must provide support services in a prompt and efficient manner. Directorate support activities must be responsive, innovative, and timely. Our support efforts must enhance the efficiency of Agency operations and the accomplishment of its mission. We must maintain the mechanisms and infrastructure which are necessary to support covert action and anti-terrorist operational activities.

4. We must be prepared to meet unanticipated world-wide intelligence demands caused by a surge in collection or analysis efforts. We must maintain a flexible corps of personnel who are trained to respond quickly to our dynamic environment.

5. We must recognize our responsibility to provide a suitable working environment and we must use facilities and space effectively. Each manager shall give special attention to the cleanliness and safety of the working environment. We must recognize that health, safety, morale, efficiency, and productivity are interdependent. We must minimize the disruptions associated with office moves and we must strive for a smooth transition to the new Headquarters building.

6. All Directorate activities shall be conducted in an efficient manner with emphasis on streamlining activities by reducing waste, avoiding duplication of effort, using cost-savings techniques, and fully utilizing existing resources. We must be particularly attentive to the cost-savings, efficiency-type recommendations and studies undertaken by other government entities and private industry so that we are in a position to adopt those measures which are applicable to the Agency.

We must eliminate the potential areas of duplication which occur in providing services of common concern. We must be aware of services provided to our Agency by other government organizations. In addition, we must identify those areas which could be performed more efficiently by acquiring contractual services.

7. We must anticipate and aggressively pursue requirements and adopt improved mechanisms for inter- and intra-directorate coordination. We must maintain organizational discipline at all levels. We must recognize the sense of urgency associated with the Agency's overseas mission.

8. The Directorate must strive to exploit state-of-the-art capabilities and equipment. We must modernize and upgrade resources so that the Directorate will fulfill its missions and functions in a modern and efficient manner.

9. The Directorate must continue disaster/emergency planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. We must strive to establish operational redundancies in support services. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

DIRECTORATE OF ADMINISTRATION ASSUMPTIONS - FY 1984

1. The Agency will stabilize in population and resources. Economic pressures and political realities will result in a stable situation.

What is this?
2. Since this stability will extend to the resource base of the Directorate, there will be continued emphasis on cost effectiveness and efficiency. The large ongoing initiatives in the Directorate will continue to absorb a large share of the resource base. The Standard Support Requirements (SSR) concept will be continued in order to permit the Directorate to maintain its base and to support new initiatives.

3. Changes in the economy, as well as new conditions associated with Agency employment (Social Security participation), will serve to make an Agency career less attractive. Our ability to hire skilled employees, especially in technical areas, will be more difficult.

4. Rapid responses to unanticipated requirements and intelligence demands will be needed, requiring a flexible support structure capable of meeting dynamically changing demands for support services.

5. Covert action operations will receive increased scrutiny from policymakers and may be diminished. Nevertheless, we must stabilize and maintain our capabilities and be responsive to requirements world-wide. Additionally, we must be prepared to respond quickly to terrorists' threats.

6. Operating environments abroad will be increasingly hostile, requiring efforts to enhance the protection of our personnel overseas, to upgrade physical security equipment, and to improve security practices and procedures.

7. Agency management will continue to emphasize long-range and emergency planning.

8. As new technical collection systems are developed, the Directorate will be called upon to support additional general contracting activities, ground stations, logistics systems, and data processing systems.

9. As activities in support of the construction of the new building proceed, we will stabilize our requirements for leased space. Additional space will be acquired to accommodate FY 84 personnel increases and/or operational equipment.

10. Increased use of office automation and data processing resources must be anticipated and will enhance the performance of our mission.

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11. Agency management will emphasize the need to investigate and possibly adopt reforms undertaken by other government agencies. In view of the changing environment, there will be a need to conduct studies and reviews to assure that the Directorate is operating in the most efficient manner.

TRANSMITTAL SLIP

12 OCT 1983

TO: Chief, CRD		
ROOM NO.	BUILDING	
REMARKS:		
<p>The attached two statement papers were used by D/OIS at the recent Office Directors' Conference. D/OIS will discuss these papers at Friday's staff meeting. Please read prior to staff meeting.</p>		
FROM: Beth, OD/OIS		
ROOM NO.	BUILDING	EXTENSION

Did AA Return to stay by Fri

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

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REPORT ON FY 83

I'm not going to sit here and pretend that after five or six weeks on the job I know all about OIS, its work, and the technology associated with that work, but I will have something to cover that we consider important. Let me say at the outset that OIS had a busy year. The staff worked its tail off within limited personnel and money resources on a full platter, and some progress has been made in several of its key areas. The most significant step forward is in the acceleration of the TRIS system originally targetted for implementation by FY 87. With Harry's help--I asked him for some extra money--we now can have it operational in FY 85.

For those of you who might not know The Records Information System (TRIS) will be an Agency-wide, compartmented ADP system that will provide for the control of records from the time they enter the system until they are either destroyed, or, when national security considerations permit, transferred to the National Archives and Records Service. TRIS will replace several stand-alone systems and will effectively tie together registries throughout the Agency through the electronic sharing of information about documents. It will eliminate many manual logging

procedures, provide registries with greater flexibility in looking for records, and improve our ability to control the dissemination of documents. When completed in August 1985, TRIS should result in considerable resource savings through greater efficiencies in the management, control, and disposition of records.

I have Harry's permission to use my few minutes today to discuss some of the problems that OIS has, as I perceive them. I know very little now about technology, systems, registries, and records management but as a manager I can recognize problems in an office. In OIS we have some serious shortfalls resulting primarily from resources, or the lack thereof.

The first thing I did when I assumed this responsibility was to look at our mission statement and responsibilities on information handling and records management, our primary responsibility. Our senior staff has told me that there are certain major aspects of these responsibilities our office is not able to fully meet. Primarily this is the charge to conduct research for the improvement of the Agency records management practices and studies aimed at establishing new systems and techniques. Certainly some of this work has been done, but only on a limited scale. Moreover, our senior staff openly and freely acknowledges that the skill level needed to do this type of forward looking analysis is now not available in OIS and that before we can really do that job, we'll have to bring some of that talent into the Office.

STAT I then looked at our resources and was shocked to find that for 84, 85, and, initially, all the way through to FY 88, the Office's personnel ceiling remains constant at [] and its dollar resources remain almost unchanged. I told Harry that I could not believe that the DDA's overall program allowed OIS no room for growth or innovation. By the assessment of our own senior staff, who are in a better position to know, the static level of our resources does not permit us to fulfill our responsibilities.

The personnel ceiling problem in OIS is serious.

a. In our registry function some of our customers and the offices we serve are complaining that we send them untrained people; they must devote time to conduct this training. The solution to this obviously is for OIS to train its own and send people out prepared to hit the street running. What we need is a small development complement for this purpose and the 84, 85 and out year programs do not allow this, nor does our existing level because Allen had already stolen from Peter to pay Paul and there is no room for any more realignment.

b. With respect to looking at the Agency's records management problem, both in the short and long term, I was surprised to see the OIS organization does not contain a planning staff. Again, the reasons are clear. Existing personnel levels are needed to keep the current work going and OIS could not afford even a small planning Staff to do the research studies that our own charter dictates that we do.

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c. We are being tasked to plan for the existence of Information Service Centers (e.g., Consolidated Registry) for the new building. Practically, most of this planning must be done without additional staffing or financial resources. The planning time must be diverted from ongoing and essential activities. There is no money to experiment with how to use sophisticated equipment that may make life easier for us all.

I have told Harry that OIS needs help; without it, something will have to be sacrificed. Obviously, it is too late to get additional resources from the 84 and 85 programs. The only place we can turn to for help is to the DD/A and his resources; and, in turn, to the resources which have been approved in 84 and which are planned in 85 for you people in this room.

If we could be authorized to be over--at your expense--this might require a little bit of belt tightening; the total impact on OIS would be geometric in nature. If you each gave us a few dollars it would have perhaps some slight impact on you; for us, the additional funds would allow us to initiate new action. With a modest ☐ ceiling and a ☐ budget, any additional resources we can beg from the DDA would have an exhilarating impact on OIS. A few people and some extra dollars may allow us to accomplish better the tasking charged us by regulation.

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OIS is a new office, approximately three years old. It is yet to develop its own folklore, traditions, and customs, but these will come in time. I have been giving special attention to the career service needs of this office, some of which are extremely serious. For example, with the limited number of senior positions authorized in the central office, we are extremely vulnerable to our key officers deciding to leave for other careers in the Agency because the best career path we can offer them is to the 13 and, in diminishing and very limited numbers, to the 14 and 15 levels. If just a few real key players decided to leave, OIS could be brought to its knees and I intend to pursue action for relief.

We need also to professionalize our service by attracting a higher quality individual. A modest effort toward that end was begun earlier this year, but we will have to do more to upgrade the quality of our staff.

As a new office in the DDA, each of you has a stake in our development, growth and success because our office is fulfilling an important responsibility charged to our Deputy Director. It will be in this context that I will turn to Harry for resources knowing full well that each of you may have to contribute something in order for the OIS to survive. Before me Allen did as much as a manager could possibly do to realign his allocated resources to meet the heavy workload this office was experiencing. There is little more of that we can do and until such time that we can propose some initiatives for the 86 program--and I'll

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have something to say later in this--the office will not be able to fully do its assigned responsibility. All of you are OIS' big brothers and I know that we will be able to count on some assistance from you when the time comes.

I don't want to appear naive on this. I know full well the incredible pressures some of you are under just to keep your own heads above water. But your offices do, however, have the kind of sexy, high visibility programs that demand and get attention. During the budget exercise, I could not help but notice with some concern that every DDA Office but one--OIS--obtained additional resources through initiatives or Special Support packages for 1984 and the same will likely happen for 1985. Against your needs, OIS has not been able to compete for additional resources, yet its mission is important and broad-based; I have to add that if OIS doesn't fully do what it is supposed to, someone else will and we can't allow this to happen.

CONTEMPLATED FY 86 INITIATIVES

There are several areas now being studied within OIS that might form the basis for initiatives for the FY 86 program. Obviously, we are going to have to prepare the strongest possible case if we are to compete with your needs.

The first, of course; is to try to increase our base program in terms of personnel ceilings and overall resources to resolve the problems I mentioned earlier. If we are lucky and can get the additional resources we need for 84 and 85, I believe we will have a strong case for increasing our base for FY 86.

STAT I took a look at [] paper submitted last year as part of the DDA's Long-Range Planning Paper on Support Capabilities. It was well done, identified current problems, actions that needed to be taken in the near term and in the longer term. Unfortunately, not much of this survived the ultimate screening at the DDA level. Furthermore, I find that everyone talks, in dealing with this kind of subject, in the future tense. What we will try to do is identify some realistic actions that Harry might use as a new initiative for the 86 program.

- a. We may ask for money to look at equipment needed to equip Information Service Centers in the new Headquarters building. OIS was asked in May to study the feasibility of consolidating registries in the new building. As we have explored this problem, we have come

to the realization that something more than consolidation is needed. The concept that has emerged is a standardized registry or what we are calling Information Service Centers. These centers will perform the information handling, dissemination, and control functions that are handled today by component registries and other service components. As we envision them, they will service one or more offices on a floor of the building or perhaps two or more floors.

We have not yet nailed down the shape and services of these centers. We will be coming to grips with these questions during the next few months. To get more insights into this type of activity, we would like to set up a test-bed center in Ames Building. If we are able to do this, our experience will put us in a better position to determine the types of services and equipment needed for similar centers in the new building. We will need money by at least FY 86 for a contract study of equipment by which we can further automate information handling functions Agency-wide and, earlier, to rent equipment to test in our Ames Building Center once we have this Center operating.

b. The FY 86 program should be the time for the DDA to address the storage space at the Records Center; the problem is again becoming serious. At the end of FY 83 there remains approximately 29,500 cubic feet of storage space; total capacity is 131,369. There was a net increase of records accessioned at the Center of 8,000

cubic feet, 6,000 more than FY 82. If this rate should continue, we will have to close the doors within three and a half years.

Obviously, this serious eventuality needs to be addressed soon and I will be sending Harry a full staff paper on this problem in the next couple of weeks.

Concerted efforts were made in 1968, and again in 1977, to purge the Records Center. In 1977 alone 35,000 cubic feet of records were destroyed but at a great price of manpower to achieve this.

We have had discussions with [] NPIC, and ODP concerning both their holdings currently at the Center and their contemplated release of material to the Center. [] projects that in the time frame from 1985-87 the increase in the volume of overhead film that will be retired to the Center will be two or three times their current rate. NPIC's current holdings at the Center are 12,000 feet of original negative film. Their yearly deposits have been approximately 600 feet, but the Chief of the NPIC film library is now projecting an increase in the annual deposits from 600 to 1,200 feet. ODP currently has 6,200 feet of magnetic tapes stored at the Center. The volume in September 1981 was approximately 3,600 cubic feet; in 1982 it had risen to almost 4,200 cubic feet and they project the trend upwards to continue in the coming years.

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There are some short term steps that could postpone reaching full and final capacity which need to be explored immediately. Among other things these actions include requiring destruction of material by the Director of the Center and to temporarily impose a limit on the material that each Directorate can release to the Center.

In the mid-term, and this could be the basis for an 86 initiative, we should consider replacing stationary shelving with movable shelving which would free 20,000 cubic feet. The cost would be in the neighborhood of \$500,000 but it would postpone full capacity for another three to four years. A longer term solution, which the DDA might wish to consider for 86, would be to build an addition to the existing Center building but the cost here for a two-story building and movable shelving would be more than \$2.5 million.

c. An alternative is to explore ways that we can reduce hard copy storage of information. While hard copy records in considerable volume will be with us for the foreseeable future, we would like to look at ways to store information in other forms. Part of this effort should be devoted to contractor study of storage mediums available to determine what might be used at the Records Center and in components. Another part will be looking more carefully at the records holding in components and in assisting them in finding a medium by which they can store this information in a usable but greatly compressed form.

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We will need some contract money to evaluate more modern forms of mass storage, such as optical disk technology and high density storage systems. OIS would attempt to take advantage of on-going work by OD&E contractor analysis of information storage systems, and would attempt to piggyback on these studies. I will give you firmer dollar requirements for this work in our January budget submission.

Representatives of OIS, ODP, and OCR are traveling next week to Denver and Tucson to meet with representatives of IBM and the Storage Technology Corporation for a discussion on this particular subject. Serious reservations on the use of this technology apparently are held, but it is possible that this type of technology could be part of the long-term answer to our records storage problem. At suggestion, we are forming a joint study group to look at this whole problem.

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NEW OIS INITIATIVES FOR FY 86

A second major initiative that we plan to begin in 1986 will be in the area of document control. As you are aware, OIS is responsible for accounting for the Agency's holdings of Top secret collateral documents on an annual basis. We have a computer system that assists us in keeping track of individual Top Secret collateral documents called TSCADS--the Top Secret Collateral Automated Document System. It is on an off-line system that is difficult to maintain and never completely current. With the development of TRIS, we will also be building an on-line system that will capture information about documents of this type or any documents that need to be controlled. We call this new system AUDITS--the Audited Document Inventory and Tracking System.

AUDITS will be operational in fiscal year 1985 and will enable us to do a better job of controlling certain sensitive documents. Because the inputting will be done by components rather than OIS, it will be more current than TSCADS and allow us to focus primarily on auditing rather than on system maintenance. Once the bugs in this new system have been worked out, we would like to begin auditing the TS collateral documents that the CIA has sent to other agencies. We have never done this before and it will not be an easy task. However, we believe that it is consistent with Mr. Casey's desire for the Intelligence Community to do a better job of controlling the dissemination of classified information. It will also demonstrate to other agencies that we are serious about controlling our classified material. Having gotten our material under control through AUDITS, we will be in a better position to expect others to do the same.

To begin this program, we are asking for two positions in FY 86. These would be used for officers to negotiate arrangements with other agencies to conduct periodic audits of their holdings of selected TS collateral documents. These officers would also conduct the audits of the material held by other agencies. If successful, this program may require additional positions in the out years.